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Attachment #4

EVALUATIONS

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Approved For Release 2001/07/25 : CIA-RDP56-00403A000100020034-0

Office Memorandum • UNITED STATES GOVERNMENT

TO : Col. Baird

DATE: June 17, 1953

FROM :

SUBJECT: Interim Reports

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The attached interim evaluations for Messrs. [REDACTED] 25X1A9a and [REDACTED] cover the initial three months of intensive Arabic language- and-area training. During this period 20 class hours per week have been devoted to spoken Arabic (Damascus dialect). An addition six hours per week have been devoted to seminars on Intercultural Relations, Communication Problems and the Near East Area.

The morale of this group (the three men reported on herein plus two Foreign Service Officers) is extremely high and has been so since the beginning of the course. // They are very hard workers and have accomplished an enormous amount in a relatively short time. They stick steadily to the job at hand and do not slip off into irrelevant and distracting speculation and comment. //

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10 August 1953

MEMORANDUM FOR RECRUITERS

I wish to share with the recruiters several ideas that have emerged as important after a year's work in this office.

The introduction of the Assessment and Evaluation Tests admittedly screens out maybe as many as fifty percent of the candidates who otherwise would have been bought. This added criterion in the selection process reduces the percentage of placements of each recruiter. Some of our rejects are placed in other offices and we plan to follow their careers in order to determine how wrong or right we have been. For the time being we take the position that by excluding certain candidates, we have saved the Agency the embarrassment and difficulties which have been experienced during the year. Several instances of people who were tested after coming on board and who have proved unsatisfactory for the Junior Officer Training Program tend to validate this position.

The time lag between the first interview and request for action is disturbing. For each area we plan to schedule several field tests and field interviews in advance so that recruiters will have specific targets to shoot at during the year. While we can't envisage any speed up by Security, we hope to speed up some of the steps in processing and to do more about keeping in personal touch with each candidate after action has been initiated. It is now standard operating procedure to inform the recruiter of each action so that he can be useful to the candidate during the waiting period.

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In regard to OCS candidates, we are now requiring troop or small ship duty after they obtain commissions. Some of the candidates think they aspire to put their unusual abilities immediately to work at a desk job in Washington (maybe with the assistance of a beautiful secretary). We think it is good for them to get their hands dirty or sea sick, as the case may be, before they come to us. They should learn that something goes on outside of their ivory towers, that having commanded troops is no particular distinction among Agency personnel, that there are bureaucratic frustrations outside of CIA, that knowing the command function is important wherever they work, and indeed, that since many will be dealing with the military there is a difference beyond that of uniform between a corporal and a colonel. The interesting part of all this is that the returning OCS men who have served with troops uniformly value the experience.

We have run across some apparently otherwise well qualified candidates who do not want to be officers or who do not possess the qualities necessary to assume the responsibilities of an officer. Since General Smith guaranteed General Hersey that our boys would be first-rate officers, there is no use considering such candidates. We have told them to come back if they are interested after their drafted service. My guess is that even then only a few such men will qualify for the Program.

To give recruiters a better understanding of the selection processes,

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[REDACTED] has been willing to explain the application of the A&E tests

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to our problem to groups of PPD people when they are in town. A trial run was made with the people on the hill. One case that was analysed was a chap with whom [REDACTED] had lived for two years.

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[REDACTED] had not met the man, seen his file, nor heard anything about him. Using only the test results, he gave what Jim said was an accurate characterization of him. So let us know when you are coming to town so that we can plan a seance for you. We need some lead time and also we can't ask [REDACTED] to put on the show for individual recruiters.

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Another point: Let me emphasize that recruitment for Junior Officer Trainees is against general rather than specific job requirements. In the final analysis, we wish people who have potentials that can be developed by training. The great opportunity offered by the Program is that the Junior Officer Trainee can explore CIA before being permanently placed. He is not slotted against a given job before he can know what that job really is or what his future in it can be. We build on the background he has already developed, tailor his training with specific regard to our knowledge of his abilities and characteristics developed after he comes on board as well as his new-found understanding of the mission and functions of CIA which were unknown to him before he raised his right hand. We cannot attempt, therefore, to lay down too specific job requisitions. Give us a man (or woman) with qualities worth training and with real growth potential, and we then try to tackle the job of making the most of him for the Agency.

One last point: A major and perhaps the most important objective of the Junior Officer Training Division is to do everything possible to stimulate the JOT's toward Career Service. This is a tough job, but one which is fundamental to our success. The problem in simplified form boils down to this. If a man is first-rate, he will demand a first-rate opportunity or else resign. While not all who resign are necessarily first-rate, it is still true that too many really able people have left us. Insofar as the JOT's are concerned, we are attempting to place them in training positions where they will be recognized for their worth, where they learn which of the available jobs are interesting, where they are supervised by an officer who has full understanding of their potential and sees to it that they grow, where they have time to demonstrate their capacities.... Then we feel it is up to them to make good on their own merits with reasonable assurance that they will be stimulated to stay on. Remember, we don't baby these people. We always try to give them jobs a bit over their heads. The better they are, the more we expect of them.

Qualifications for Junior Officer Trainees: A few requirements and some of the things we look at. Reason: We want something to build on, someone worth the time, money, energy, and careful attention that must be spent to carry out the objectives of the Program.

A. Education:

1. College A.B. or B.S. is required; advanced degrees desirable.
 - a. in general Dean's List or better
 - b. watch out for deteriorating record

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c. social science majors are in greatest demand but can use others

d. no overwhelming interest in speech or drama, education, music or art, or physical education majors

e. women should have exceptionally strong substantive qualifications

f. language facility is very desirable, but French or Spanish, or even Italian or German won't generate enthusiasm unless there is great proficiency

g. language and area knowledge very desirable

B. Flexibility:

1. Eligibility for S.I. Clearance required.

a. no significant 10-9

2. Willingness to go overseas (with full understanding that overseas is not guaranteed) and that [REDACTED] are out. 25X1A6a

C. Abilities and Attitudes:

1. Minimum I.Q. around 125

a. Remember, he has to deal with some very bright people.

b. Also remember some not too bright people get good grades by hard work (praise-worthy, but by itself not good enough for us).

2. A good person knows how to get along with people.

a. Did he meet interviewer easily?

b. Has he done something in campus activities? Do you know anything about his reputation with students (not instructors)?

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3. Work Attitudes

- a. Can he, will he, does he like to stay at a job until it is licked?
- b. Can he work well under pressure?
- c. objective mindedness ?
- d. speedy or deliberate worker ?
- e. Can he take being over-ruled without resentment?
- f. Does he wish to learn a profession?
- g. Does he want more schooling?

4. CIA Service

- a. What indications that he wants work with us? Good reasons?
- b. If OCS, what is his attitude toward the draft?
- c. During college or after, has he shown interest in public affairs, current events, U.S. Government?
- d. Does he know much about Communism? Has he strong feelings about it?
- e. Just how patriotic is he?
- f. Does he show qualities of enthusiasm which lead you to think that if he finds the kind of job he is well fitted to do, he will wish to make his career with us?

D. Grade, Sex, Age:

- a. Mostly 5's or 7's; some 9's; few above that, but we have two 11's now in training.
- b. Mostly men. Many offices feel that they can't afford to train girls for high responsibilities because they manage to get married, pregnant, and out.

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c. Junior means not too mature. Most Junior Officers are under thirty; a few over. If by the time a man reaches, say, thirty-three he isn't pretty well decided on and prepared for the type of work he wishes for his profession, he probably isn't too good. The good ones over thirty would be taken on for short-term training only.

E. Recommendation of Recruiter:

Do you feel convinced that this chap should be a Junior Officer Trainee? Has he promise for growth? From what you have told him, do you believe he is truly interested in CIA service? How much would you want him to work for you?

We are interested in the degree to which he possesses these characteristics which are given more as a guide than as absolute requirements. After all, we are reasonable people, have our own faults, and don't expect others to be perfect. All you have to do to realize that a J.O. is not a paragon like Jim or Chuck or Arnie is to look at him. He's just a good guy with brains which he has done a good job in cultivating; a loyal American who believes that being an American is worth doing something about and worth fighting for; to whom earning a big supply of the almighty dollar is not the main objective of his life; who can take it and if necessary hand it out (not so much physically as mentally and by example); who is stable, manly, hard working, and realistic, all to a reasonable degree. These people exist. They are in the Program

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now. Granted they don't grow on trees, are not average, and because they are bright, they don't buy the package without looking inside. They have to be sold.

But we maintain the OCS Program is THE BEST opportunity open to a young man just graduating from college to serve his country well, do his duty with head high, and at the same time learn and get a start in his profession.....provided that he thinks he wants Intelligence as a profession. Of course, it's not the easy way like a direct commission. A man who makes the OCS Program is one of a small number selected from applicants throughout the U.S. He's so good he deserves the best, if you want snob appeal. And don't forget officers' pay!


One thing about the regular Junior Officer Trainee Program that should appeal to a good man interested in a career with us is the fact that after he has gone through all these selection processes and is hired, there is every reason to believe he is qualified for top-notch performance with us. He doesn't have to worry about not being fitted for this type of work. Another point is the breadth and scope of opportunity within the Agency. We deal with so many matters in so many ways using such a variety of abilities and techniques that there MUST be and IS a spot for any son-of-a-gun J.O.T. who is willing to be trained and to work for it. The Junior Officer Training Program provides opportunity for a man to explore the Agency and with our help to find the niche where he can be useful and productive, and hence, happy and satisfied

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in his work. There's something to sell.

Let me add this: I appreciate the fine cooperation given by the recruiters, their friendliness, and the way they have knocked themselves out to make my trips to the field enjoyable as well as successful. And I recognize something of the frustration resulting from having worked hard to land what seems to be a fine candidate only to lose him because of later discoveries or some flap in the complications of bureaucratic procedures or slow processing. PPD at home and in the more civilized areas has been good to me. I value their determination to put their job over and to make the Program a success. I am fully convinced it is worth doing. The Junior Officer Trainees on board are proving it every day.

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Personnel Director

Chief, Personnel Procurement Division

Report on the [REDACTED] Project, Requested in Your Memorandum of 29 July 1953

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1. In conformity with your request for information on the current status of the consultant contract individuals who operate as talent scouts for the JOT Program, I am submitting herewith the following facts:

- (a) Number of individuals presently cleared and indoctrinated: 18
- (b) Number of individuals cleared but not yet indoctrinated: 8
- (c) Number of individuals currently in process: 13
- (d) Number of individuals designated but forms not received: 3

Total number of individuals in categories above: 42

2. You will recall that the original list of colleges and universities from which we planned to draw our initial group of consultant contract individuals included 50 such institutions spread across the country. It has been to these schools that [REDACTED] has gone during the period of his active service as the University Liaison and Recruitment Officer. The fact that we do not have a total of 50 individuals within the above group is accounted for by our inability in several cases to gain nominations from college officials as yet, and by the need to recontact one or two institutions where their choices either failed Security or declined the nomination after having once accepted.

3. It was the opinion of the Working Group on Trainees, at the time that principles for the JOT Program were being established, that this original group of 50 colleges and universities "should be vigorously implemented and ultimately expanded." Accordingly, with the foreknowledge of the Director of Training, we had made tentative plans to increase the number of institutions from which we hoped to draw membership in the consultant contract group from 50 to not more than 75 during FY 54. Our recently submitted, revised budget presentation for FY 54 contained a request for funds to accomplish this within the framework of TRN/ADP 92-52. For the following FY, we had set the number to be not more than 100, which we now regard as the largest manageable number permissible with the present staff we have and with the vacancies to be filled under the JOT Program. It is likely, however, that FY 54 will see us arriving at a number slightly less than 75, in view of the presently contemplated reduction in the field coverage of our specialized recruitment function. [REDACTED] has indicated that his final summary report, to be submitted between now and 1 September, will contain his considered recommendations for the inclusion of colleges and universities not presently within the scope of our coverage. It is from this group then that we hope to make our selection, with the concurrence of the Director of Training.

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4. The question of concrete results accomplished to date by these consultant contract individuals who have been cleared and indoctrinated is one that must be considered within the framework of the whole developmental philosophy of the JOT Program. Although this division has been submitting recommendations of JOT candidates selected in the field on a random basis, this procedure, it is hoped, will ultimately be replaced by selection primarily from these JOT consultants, who will refer their choices to our field recruiters for initial evaluation. The main talent we are buying is the more intimate knowledge of the intellectual community possessed by these consultants, with the attendant improvement in the breed which we expect will necessarily follow. At the time we began contracting with these individuals, I forecast that it would be at least two years before they would be maximally productive, even had we been able to engage, clear and indoctrinate them all at once - something which we were not able to do.

5. Our first consultant under this program, except for [REDACTED] who had 25X1A5a1 no clearance problem, was entered on duty on 10 September 1952, a scant ten months ago, and 17 more have been added to the list of those fully functioning in the meantime. From them to date we have had a total of 25 JOT referrals, of which group 2 have been placed, 4 are under consideration and 19 have been rejected. In addition, these same consultants have recommended a total of 37 other individuals in other than JOT categories, of whom 3 have been placed, 2 are under consideration and 32 have been rejected. As in field recruiter training, a considerable amount of trial and error activity must be experienced before the consultant can be expected to be "on target" with a majority of his referrals. We feel that we are working toward this goal with reasonable success.

6. One of our problems has been that in order to make maximum use of the time of the people who must indoctrinate the new consultants outside of the area of this division, we have been obligated to schedule orientation periods only when we could assemble a quorum of cleared consultants, and we have regarded 4 as the minimum number feasible. Thus, we are now negotiating with the 8 consultants presently in this category for a mutually satisfactory date in September, with 14 September as our goal. Undoubtedly, several of the 8 will be unable to come because of conflict with their academic duties, and these will have to be scheduled for the next meeting whenever that comes.

7. I have spoken with the Director of Training many times about both the progress of the plan to engage consultants and the productivity of those already engaged. In this context he has also commented freely about the merits of the JOT Program itself. He advises me that he is satisfied with the number and caliber of those people engaged or in process as consultants, and that he feels that the productivity we are experiencing at present is consistent with their level of experience in making referrals. He has repeatedly emphasized the need for qualitative selection of these candidates, saying that he would far rather have an almost empty JOT classroom than one filled with individuals whom his office and this staff regarded as marginal. The Director of Training also commented about the JOT Program itself, "I can think of no more worthwhile procurement activity in this Agency than

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that being directed toward satisfying the requirements of the JOT Program.....
I personally feel that ultimately it should satisfy the long-term needs of the
Agency for career personnel on a sound, intelligent basis."

8. The question, "What are your impressions of the quality and desirability
of those Junior Officer Trainees with whom you have had contact?" was asked of
the following Agency personnel:

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[REDACTED]

Chief, Operations Staff, OSI
ty Assistant Director, OCI
Administrative Staff, ORR

Their replies, which they authorized for quotation, are set forth below:

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[REDACTED]

"I would be delighted to have a dozen or more of them
as soon as possible.....I only hope that we are able
to attract more JOTs with scientific training."

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[REDACTED]

"The quality and desirability of these people is very
much above average...they are more than able to hold
their own...I cannot speak highly enough of this program."

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[REDACTED]

"These people have worked out really very well; their
performance on the job is excellent, in some cases ex-
ceptional...ORR is happy to support the JOT Program, and
we can express unqualified satisfaction with the product...
we would, however, like to participate more fully in the
pre-employment screening of anyone destined for a research
position with us."

Finally, I might mention that the annual European recruitment of JOT candidates
is another modus operandi that ought to be continued, since it serves to make avail-
able candidates with area experience and contact with other educational systems and
intellectual standards which, though different from our own, give what I consider
needed breadth to the JOT group.

[REDACTED] 25X1A9a

PPD/JAC, JR:vp (5 August 1953)

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12 August 1953

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